

MEMORANDUM FOR: Members of Study Group

SUBJECT: Next Steps

1. By tonight we should all have in hand a complete redraft of the second and perhaps most difficult of our five papers: Fundamental Dilemmas: The Organization, Management and Control of the Intelligence Community. To expedite our consideration of this paper tomorrow, I suggest that each of us read the whole paper (all eight sections of it) with the following in mind:

a. Are there important topics which properly belong in this paper (and not in the other four) which have not yet been treated? What are they, and where in the draft should they be discussed?

b. Are there sections of this paper which would be more logically treated in one of the other papers? Which, and where should it (they) be moved?

c. Are there substantive inconsistencies between the various sections which need to be resolved?

d. What additional work should be done on your section(s) to improve it (them) in relation to the whole paper?

e. Are there obvious factual errors which need correction?

2. I would hope that we could discuss these questions tomorrow and that each of us could recast his paper as necessary once again by c.o.b. Friday. We plan to meet Wednesday to discuss both [redacted] papers again and Thursday to discuss the Carver paper. If feasible, I would also like to press for redrafts of these papers (as needed) by c.o.b. Friday, as well as another Lehman draft on the Introduction. This schedule will give us a complete package by c.o.b. Friday which, if you agree, I suggest we give to the DCI. We, and he, will then have the weekend to read the entire package and to consider next steps.

[redacted]  
JAMES H. TAYLOR  
Deputy Comptroller

SECRET

Approved For Release 2004/12/21 : CIA-RDP79R01142A001900020002-5

Fundamental Dilemmas: The Organization, Management and Control of the Intelligence Community

This large paper, divided as shown, basically grapples with the question of the responsibilities which should be exercised by a Director of Central Intelligence.

Structure of American Intelligence (Carver)

What is the structure of American intelligence today and how did it develop? Carver Paper 3 of July 11 and Lehman paper on production of 27 June are bases. This paper develops the idea that there are three intelligence communities to be considered, depending on whether we are primarily concerned with substantive production, collection management, or resource review; and that there is a separate (but related) special problem called "action." Paper should include passage on CIA relationship to Defense as the central organizational issue continuing from 1940's to present.

The Role of the DCI (Lehman)

Lehman Paper 5A1 of 14 July is the basis. Paper to explain the DCI's various hats, and his relationship (broad brush) to the three communities outlined above, as well as to the "action" problem.

Intelligence Production (Lehman)

Lehman paper on "Correlation and Evaluation" of July 21 is the basis, plus some material to be salvaged from defunct Paper 5A2. Emphasis to be given to DCI management of the production process, the assets available to him to do this task, problems, and possible alternative approaches.

Collection Management (Dirks)

Dirks Paper 5A3 of July 18 is the basis. This paper explains the DCI's varying influence over collection organizations in the Community and explores ways to enhance this influence.

SECRET

<b>TRANSMITTAL SLIP</b>		DATE
TO: Mr. Carver		
ROOM NO. 7E62	BUILDING	
REMARKS:		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)